



Department of Employee Relations

Cavalier Johnson
Mayor

Makda Fessahaye
Director

Renee Joos
Employee Benefits
Director

Nicole M. Fleck
Labor Negotiator

Makda Fessahaye
Department of Employee Relations
City of Milwaukee
200 E Wells St, Room 706

January 7, 2022

The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Common Council File No. 211366– Communication from the Department of Employee Relations relating to classification studies scheduled for the January 11, 2022 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled to be heard at the City Service Commission meeting on January 11, 2022.

Department of Public Works - Operations Division - Forestry Services

Current	Recommended*
Forestry Services Manager PR 1JX (\$80,442 - \$112,627) (One Position)	Forestry Services Manager PR 1JX (\$82,051 - \$114,879) FN: Recruitment is at \$92,207 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel. (One Position)
Urban Forestry District Manager PR 1HX (\$70,827 - \$99,154) (Three Positions/ One Auxiliary)	Urban Forestry District Manager PR 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$85,151 and may be at any point in the range with DER approval. (Three Positions/One Auxiliary)
Greenhouse and Nursery Manager PR 1EX (\$58,462 - \$81,844) (One Position)	Greenhouse and Nursery Manager PR 1GX (\$67,763 - \$94,870) FN: Recruitment is at \$80,894 and may be at any point in the range with DER approval. (One Position)
Urban Forestry Manager PR 1DX (\$54,865 - \$76,806) FN: GIC 4.8% (Nine Positions/1 Auxiliary)	Urban Forestry Manager PR 1FX (\$63,585 - \$89,016) FN: Recruitment is at \$76,316 and may be at any point in the range with DER approval. FN: GIC 4.8% (Nine Positions/One Auxiliary)

<p>New Position <i>Authority approved from the 2003 budget</i> (One Position)</p>	<p>Forestry Shop and Maintenance Manager PR 1FX (\$63,585 - \$89,016) FN: Recruitment is at \$76,316 and may be at any point in the range with DER approval. FN: GIC 4.8% (One Position)</p>
<p>Property Maintenance and Compliance Manager PR 1DX (\$54,865 - \$76,806) (One Position)</p>	<p>Property Maintenance and Compliance Manager PR 1FX (\$63,585 - \$89,016) FN: Recruitment is at \$76,316 and may be at any point in the range with DER approval. (One Position)</p>
<p>Landscape and Irrigation Specialist PR 7QN (\$70,041 - \$70,503) FN: Recruitment rate is \$70,503 FN: Special Assignment Rate: \$72,780 (One Position)</p>	<p>Landscape and Irrigation Specialist PR 7RN (\$67,653 - \$84,715) FN: Recruitment is at \$83,825 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. (One Position)</p>
<p>Landscape Architect PR 2GN (\$51,469 - \$72,063) (One Position)</p>	<p>Landscape Architect PR 2IN (\$59,632 - \$83,481) FN: Recruitment is at \$72,749 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. (One Position)</p>
<p>Urban Forestry Technician PR 7LN (\$49,921 - \$60,663) FN: Actual Rates (\$52,750 - \$62,522) FN: Contract Administration Assignment Rate: 3% (10 Positions/Two Auxiliary)</p>	<p>Urban Forestry Technician PR 7ON (\$67,070 - \$67,156) FN: Recruitment is at \$54,362 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. FN: Contract Administration Assignment: 5% (10 Positions/Two Auxiliary)</p>
<p>Nursery Crew Leader PR 7IN (\$48,358 - \$56,364) FN: Actual Rates (\$51,474 - \$57,657) FN: Greenhouse Oversight Assignment Rate: 3% (One Position)</p>	<p>Nursery Crew Leader PR 7ON (\$67,070 - \$67,156) FN: Recruitment is at \$54,362 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. FN: Greenhouse Oversight Assignment: 5% FN: Operate Prentice Loader or End Loader Assignment: 2% (One Position)</p>
<p>Urban Forestry Crew Leader PR 7IN (\$48,358 - \$56,364) FN: Actual Rates (\$51,474 - \$57,657) FN: Lead Worker Assignment Rate: 3% (22 Positions)</p>	<p>Urban Forestry Crew Leader PR 7ON (\$67,070 - \$67,156) FN: Recruitment is at \$54,362 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. FN: Lead Worker Assignment: 5% FN: Operate Prentice Loader or End Loader Assignment: 2%</p>

	FN: Operate Grapple Saw Assignment: 3% (22 Positions)
Urban Forestry Specialist PR 7HN (\$41,774 - \$52,049) FN: Actual Rates (\$45,000 - \$52,049) FN: Core Forestry Assignment Rate: 3% (91 Positions)	Urban Forestry Specialist PR 7JN (\$48,540 - \$59,035) FN: Recruitment is at \$49,420 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. FN: Core Forestry Assignment: 5% FN: Operate Prentice Loader or End Loader Assignment: 2% FN: Operate Grapple Saw Assignment: 3% (91 Positions)
Lead Equipment Mechanic PR 7FN (\$39,138 - \$48,402) FN: Actual Rates (\$42,880 - \$49,155) (One Position)	Forestry Equipment Mechanic - Lead PR 7IN (\$49,325 - \$57,492) FN: Recruitment may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. FN: Shop Oversight Assignment: 5% (One Position)
Nursery Specialist PR 7EN (\$40,640 - \$47,077) FN: Actual Rates (\$42,188 - \$47,985) FN: Lead Worker Assignment: 3% (Four Positions)	Nursery Specialist PR 7HN (\$42,609 - \$53,090) FN: Actual Rates (\$49,420 - \$54,344) FN: Recruitment may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. FN: Lead Worker Assignment: 5% FN: Operate Prentice Loader or End Loader Assignment: 2% (Four Positions)
Equipment Mechanic III PR 7CN (\$40,160 - \$45,391) FN: Actual Rates (\$40,639 - \$46,055) (Two Positions)	Forestry Equipment Mechanic PR 7HN (\$42,609 - \$53,090) FN: Recruitment is at \$44,992 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. (Two Positions)
Urban Forestry Arborist Apprentice PR 7CN (\$40,160 - \$45,391) FN: Actual Rates (\$37,502 - \$45,666) (Underfill Title of Urban Forestry Specialist)	Urban Forestry Arborist Apprentice PR 7CN (\$40,963 - \$46,298) FN: Actual Steps (\$38,685, \$43,032, \$46,579, \$48,945) Step 2 upon passing probation. Subsequent steps following 2080 hours of successful performance. FN: Incentives for attaining and maintaining specific certifications with DER approval. (Underfill Title of Urban Forestry Specialist)
Urban Forestry Laborer PR 8EN (\$37,080 - \$41,565) FN: Recruitment is at: \$37,502	Urban Forestry Laborer PR 8EN (\$37,821 - \$42,396) FN: Recruitment is at \$38,253

(24 Positions/12 Auxiliary)	FN: Incentives for attaining and maintaining specific certifications with DER approval. (24 Positions/12 Auxiliary)
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Note: Residents receive a rate that is 3% higher.

* Please note that rates recommended by this report reflect the PP 2, 2022 (January 9, 2022) 2% across the board as this report is effective PP 3, 2022 (January 29, 2022).

Department of City Development

Current	Recommended
DCD Accountant Lead PR 2IX (\$58,462 - \$81,844) (Two Positions)	DCD Accountant Lead PR 2KX (\$66,435 - \$93,010) Recruitment is at \$73,078 and may be at any rate in the range with DER approval (Two Positions)
Grant Budget Specialist PR 2IX (\$58,462 - \$81,844) (One Position)	Grant Budget Specialist PR 2KX (\$66,435 - \$93,010) Recruitment is at \$73,078 and may be at any rate in the range with DER approval (One Position)

Note: Residents receive a rate that is 3% higher. The rates in this report are as of Pay Period 1, 2022 (December 26, 2021), the effective date of this report, and will change in Pay Period 2, 2022 (January 9, 2022) due to the 2% across the board increase.

Health Department

Current	Recommended
New Position	Public Health Compliance Officer PR 2JX (\$62,338 - \$87,270) Recruitment at any rate in the range with DER approval (One Position)

Note: Residents receive a rate that is 3% higher. The rates in this report are as of Pay Period 1, 2022 (December 26, 2021), the effective date of this report, and will change in Pay Period 2, 2022 (January 9, 2022) due to the 2% across the board increase.

Respectfully Submitted,



Makda Fessahaye
Employee Relations Director



Department of Employee Relations

Cavalier Johnson
Mayor

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Renee Joos
Employee Benefits
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Nicole M. Fleck
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REVISED 1/10/2022

Job Evaluation Report

City Service Commission Meeting: January 11, 2022

Department of Public Works - Operations Division - Forestry Services

Current	Recommended*
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Forestry Section	DPW
<p>Landscape Architect PR 2GN (\$51,469 - \$72,063) (One Position)</p>	<p>Landscape Architect PR 2IN (\$59,632 - \$83,481) FN: Recruitment is at \$72,749 and may be at any point in the range with DER approval. FN: Incentives for attaining and maintaining specific certifications with DER approval. (One Position)</p>
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Forestry Section

DPW

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Background

The Department of Public Works has requested a study of the rates of pay for all positions in the Operations Division-Forestry Services Section due to difficulties in recruiting and retaining employees. Discussions were held with Danielle Rodriguez, Operations Director; Randy Krouse, Forestry Services Manager; Chuck Schumacher, Finance and Administration Manager; and Urban Forestry District Managers Ian Brown, Jeffrey Kluslow, and Jeff Laufenberg.

It has become increasingly difficult for the City of Milwaukee to recruit and retain employees in these skilled trade positions. Turnover statistics for Forestry Services in the last three years are listed below. The department expends significant resources and time to train new employees for these positions.

DPW-Operations-Forestry Services Turnover

2019		2020		2021	
Hires	Separations	Hires	Separations	Hires	Separations
20	22	18	22	34	44

Cost of Labor

In conducting a cost of labor analysis for these titles, staff collected pay rates for similar positions in other Wisconsin municipalities listed below, data from the Bureau of Labor Statistics (BLS), and data from the Economic Research Institute (ERI), a salary survey service to which the Department of Employee Relations subscribes.

Rates of Pay for Related Arboriculture Positions in Wisconsin

Jurisdiction	Title	Minimum	Maximum
City of Cedarburg	Arborist	\$48,006	\$67,995
City of Waukesha	Arborist	\$48,893	\$66,004
City of De Pere	Arborist	\$47,632	\$65,332
City of Madison	Arborist 1	\$51,543	\$64,615
City of Eau Claire	Landscape Technician	\$55,182	\$64,292
City of Mequon	Forestry Worker	\$47,424	\$64,162
City of Racine	Arborist	\$49,420	\$63,502
City of Shorewood	Forester 1	\$49,065	\$62,420
City of Eau Claire	Arborist	\$53,164	\$61,942
City of Marinette	Forester		\$57,907
City of Glendale	Municipal Technician	\$50,065	\$57,221
City of Appleton	Arborist	\$44,512	\$55,640
City of Green Bay	Forestry Worker	\$46,824	\$55,161
City of Oconomowoc	Parks and Forestry Worker	\$47,715	\$54,537
City of Oshkosh	Landscape Specialist	\$45,961	\$52,528
City of Milwaukee	Urban Forestry Specialist	\$45,000	\$52,049
City of Marinette	Forester Assistant		\$49,795

Cost of Labor for Plumbers, Pipefitters, and Steamfitters, BLS, May 2020

Area Name	Annual 10% wage	Annual 25% wage	Annual median wage	Annual 75% wage	Annual 90% wage
Milwaukee-Waukesha-West Allis, WI	\$43,7810	\$51,820	\$72,420	\$90,120	\$102,790

(The current rate of pay for Landscape and Irrigation Specialist in PR7QN is \$70,503.)

Cost of Labor for Landscape Architect, ERI, Southeastern Wisconsin, October 2021

Years of Experience	10%	25%	Mean	75%	90%
7	\$66,240	\$72,226	\$80,089	\$87,880	\$95,683
6	\$64,078	\$69,862	\$77,474	\$85,003	\$92,558
5	\$61,863	\$67,440	\$74,793	\$82,052	\$89,350
4	\$59,609	\$64,972	\$72,059	\$79,042	\$86,075
3	\$57,328	\$62,473	\$69,287	\$75,989	\$82,752
2	\$55,034	\$59,957	\$66,495	\$72,911	\$79,399
1	\$52,744	\$57,441	\$63,699	\$69,826	\$76,037

(The current rates of pay for Landscape Architect in PR 2GN are \$51,469 - \$72,063.)

Cost of Labor for Grounds Maintenance Foreman, ERI, Southeastern Wisconsin, October 2021

Years of Experience	10%	25%	Mean	75%	90%
7	\$51,545	\$55,763	\$61,412	\$66,800	\$72,346
6	\$49,988	\$54,078	\$59,557	\$64,765	\$70,129
5	\$48,397	\$52,357	\$57,665	\$62,691	\$67,870

Forestry Section

DPW

4	\$46,771	\$50,605	\$55,740	\$60,581	\$65,576
3	\$45,111	\$48,825	\$53,788	\$58,444	\$63,254
2	\$43,420	\$47,021	\$51,817	\$56,288	\$60,912
1	\$41,701	\$45,198	\$49,834	\$54,122	\$58,562

(The current rates of pay for Urban Forestry Crew Leader in PR 7IN are \$51,474 - \$57,657.)

Cost of Labor for Farm Equipment Mechanics and Service Technicians, BLS, May 2020

Area Name	Annual 10% wage	Annual 25% wage	Annual median wage	Annual 75% wage	Annual 90% wage
Milwaukee-Waukesha-West Allis, WI	\$34,930	\$40,500	\$52,800	\$91,850	\$105,450

(The current rates of pay for Equipment Mechanic III in PR 7CN are \$40,639 - \$46,055.)

Analysis and Recommendations

The recommendations that follow take into consideration the cost of labor in Southeastern Wisconsin as well as the rates of pay for comparable classifications within City government. Because of the potential for pay compression, these recommendations may include minimum recruitment rates for both skilled trade and supervisory titles. Further, to assist the department in recruiting the most qualified candidates, recommendations include recruitment flexibility based upon a candidate’s experience and credentials. In requesting a special recruitment rate, the department must also ensure equity by taking into consideration the rates of pay of coworkers.

Furthermore, these recommendations include an increase to 5% for temporarily assuming higher level assignments. The recommended 5% correlates to the increase an employee would receive for being temporarily appointed to perform the work of a higher level title. Recommendations also include a percentage increase for titles when assigned to operate a Prentice Loader, End Loader, or Grapple Saw.

Forestry Services Manager (One Position)
 PR 1JX (\$82,051 - \$114,879)
 Recruitment is at \$92,207 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel.

The Forestry Services Manager directs the management and operations of the DPW-Operations Division-Forestry Services. This position directs the Urban Forestry District Managers in managing Forestry operations including program analysis and development, determining service level priorities, monitoring performance and production metrics, and the integration of technology for operational efficiency. This position also directs Forestry Services field operations related to tree management, landscape beautification and boulevard maintenance, small equipment support operations, nursery and greenhouse operations and technical services. The Forestry Services Manager also oversees city contract maintenance services, city land management services and code enforcement activities including the maintenance of approximately 1,500 vacant city owned homes and approximately 3,000 vacant lots.

This job study recommends an increase in the minimum rate of pay for this title in order to provide a differential with the pay of direct reports as well as to provide an incentive to consider promotion to this leadership position.

Urban Forestry District Manager (Three Positions/One Auxiliary)
 PR 1HX (\$72,244 - \$101,137)
 Recruitment is at \$85,151 and may be at any point in the range with DER approval.

An Urban Forestry District Manager is an operations manager for one of three Forestry Services Districts charged with oversight of boulevards, municipal properties, street trees, and tot lots. This position manages Citywide Snow and Ice Control Operations on a rotational basis with other Snow Duty Managers, and district emergency response to windstorms, ice, floods, etc.

This job study recommends an increase in the minimum rate of pay for these titles in order to provide a differential with the pay of direct reports as well as to provide an incentive to consider promotion to these management position.

Greenhouse and Nursery Manager (One Position)

PR 1GX (\$67,763 - \$94,870)

Recruitment is at \$80,894 and may be at any point in the range with DER approval.

The Greenhouse and Nursery Manager directs nursery operations and personnel engaged in the propagation, production, cultivation, pest control, pruning and harvesting of 20,000+ trees and over 300,000 annuals, perennials and shrubs. The resident Greenhouse and Nursery Manager superintends the property providing 24/7 security of property and facilities, as well as monitoring and coordinating of emergency repairs (HVAC, irrigation and mechanical systems).

This job study recommends an increase in the rates of pay for this title. The recommended minimum recruitment rate provides a differential with the pay of direct reports as well as to provide an incentive for employees to consider promotion to this supervisory position.

Urban Forestry Manager (Nine Positions/One Auxiliary)

PR 1FX (\$63,585 - \$89,016)

Recruitment is at \$76,316 and may be at any point in the range with DER approval.

An Urban Forestry Manager manages and supervises the work activities of a Forestry District. This includes oversight of arboriculture activities such as the planting and maintenance of 200,000 street trees. Landscape activities encompass the planting and maintenance of 120 miles of landscaped and irrigated boulevard medians and green spaces. This position also manages district snow and ice control operations and emergency response to wind storms, ice storms, and construction damage to city trees.

This job study recommends an increase in the rates of pay for this title consistent with the current level of the titles Sewer Services District Manager and Street Repair District Manager in Pay Range 1FX. The recommended minimum recruitment rate provides a differential between Urban Forestry Managers and direct reports as well as to provide an incentive for employees to consider promotion to this supervisory position.

Forestry Shop and Maintenance Manager (One New Position)

PR 1FX (\$63,585 - \$89,016)

Recruitment is at \$76,316 and may be at any point in the range with DER approval.

The Forestry Shop and Maintenance Manager is responsible for managing the maintenance and repair of Forestry and Sanitation owned equipment and hand tools. This includes the supervision of two mechanics and one Lead Mechanic. The position administers the maintenance of the inventory, including the receipt and dispersal of tools, equipment, and supplies and is responsible for the timely sub-requisitioning of operating supplies.

This job study creates the title of Forestry Shop and Maintenance Manager in Pay Range 1FX with rates of pay consistent with the recommended pay rates of an Urban Forestry Manager. Previously, these responsibilities were completed by an Urban Forestry Manager.

Property Maintenance and Compliance Manager (One Position)

PR 1FX (\$63,585 - \$89,016)

Recruitment is at \$76,316 and may be at any point in the range with DER approval.

The Property Maintenance and Compliance Manager is responsible for managing maintenance services for 4,600+ City-owned parcels and code enforcement activities for the Forestry Services Section of DPW Operations. Duties include managing a team of 10 Urban Forestry Technicians and 8 to 10 contract employees performing, contract compliance inspections and enforcement, property condition assessments, hazard tree and

nuisance vegetation abatement, and City-wide code enforcement and regulatory code enforcement activities related to tall weeds and grass, sidewalk snow and ice, public right-of-way encroachments and hazard tree abatement on public and private property. The position also manages the recommendation for award of contracts for forestry operations and property maintenance services including city lot maintenance, hazard tree removal, stump grinding, tree planting and boulevard mowing. The position manages the call center and aldermanic requests related to City Property Management and Code Enforcement, maintains various databases and prepares various reports, budget estimates and provides administrative support as needed for the Forestry Services Manager, DPW Operations Director and Forestry Districts.

This job study recommends rates of pay consistent with the recommended pay rates of an Urban Forestry Manager.

Landscape and Irrigation Specialist (One Position)

PR 7RN (\$67,653 - \$84,715)

Recruitment is at \$83,825 and may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

The Landscape and Irrigation Specialist plans, coordinates, and supervises various work activities related to the design, installation, maintenance and repair of irrigation systems in conformance with applicable Wisconsin and National Plumbing Codes. This includes water service connections, deep valve shutoffs, vacuum breaker assemblies, surface irrigation system components, (valves, heads, drip-irrigation, controls), and general landscaping.

This job study recommends an increase in the rates of pay for this position consistent with the pay range for Water Plant Steamfitter in Pay Range 7RN and also recommends that the employee in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Landscape Architect (One Position)

PR 2IN (\$59,632 - \$83,481)

Recruitment is at \$72,749 and may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

The Landscape Architect prepares and updates landscape, streetscape, irrigation system and green infrastructure plans and installation specifications for boulevards and other public green spaces. This position provides leadership and support as needed to foster effective coordination and partnership with Forestry districts, other city agencies, neighborhood organizations, contractors and other municipal partners in the design and installation of various landscape and green infrastructure projects and site improvements.

This job study recommends an increase in the rates of pay for this position consistent with the rates of pay for Architect III in Pay Range 2IN and also recommends that the employee in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Urban Forestry Technician (10 Positions/ Two Auxiliary)

PR 7ON (\$67,070 - \$67,156)

Recruitment is at \$54,362 and may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

Contract Administration Assignment: 5%

An Urban Forestry Technician is responsible for administration of City ordinances related to hazard trees, sidewalk snow and ice, tall weeds and grass, vegetation encroachments, and city-owned property maintenance contracts. This position participates in the development and delivery of safety and technical training activities within the districts, and investigates and responds to service requests from the public and public officials.

This job study recommends an increase in the rates of pay and an increase to 5% for performing Contract Administration assignments. This job study recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Nursery Crew Leader (One Position)

PR 7ON (\$67,070 - \$67,156)

Recruitment is at \$54,362 and may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

Greenhouse Oversight Assignment Rate: 5%

Operate Prentice Loader or End Loader Assignment: 2%

The Nursery Crew Leader oversees on-the-job training for all work activities associated with plant production at the City of Milwaukee Nursery and Greenhouse. This position also provides support to the Nursery and Greenhouse Manager and assumes responsibility for daily operations in the absence of the Greenhouse and Nursery Manager.

This job study recommends an increase in the rates of pay, an increase to 5% for performing the Greenhouse Oversight assignment, and an additional 2% when assigned to operate the Prentice Loader or End Loader. This job study recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Urban Forestry Crew Leader (22 Positions)

PR 7ON (\$67,070 - \$67,156)

Recruitment is at \$54,362 and may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

Lead Worker Assignment: 5%

Operate Prentice Loader or End Loader Assignment: 2%

Operate Grapple Saw Assignment: 3%

An Urban Forestry Crew Leader has oversight of on-the-job training for all work activities associated with the planting, maintenance and removal of trees, landscape plants, and turf growing on City greenspaces. This position also provides emergency response to windstorms, ice storms, snow and ice control operations, and irrigation leaks.

This job study recommends an increase in the rates of pay, an increase to 5% for performing Lead Worker assignments, an additional 2% when assigned to operate the Prentice Loader or End Loader, and an additional 3% when assigned to operate the Grapple Saw. This job study recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Urban Forestry Specialist (91 Positions)

PR 7JN (\$48,540 - \$59,035)

Recruitment is at \$49,420 and may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

Core Forestry Assignment: 5%

Operate Prentice Loader or End Loader Assignment: 2%

Operate Grapple Saw Assignment: 3%

An Urban Forestry Specialist is responsible for planting, maintenance and removal of trees, landscape plants and turf growing on city greenspaces. This position also functions in an emergency capacity to remove broken branches, fallen trees, and in snow and ice control.

This job study recommends an increase in the rates of pay, an increase to 5% for performing Core Forestry assignments, an additional 2% when assigned to operate the Prentice Loader or End Loader, and an additional 3% when assigned to operate the Grapple Saw. This job study recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Forestry Equipment Mechanic - Lead (One Position)

PR 7IN (\$49,325 - \$57,492)

Recruitment may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

Shop Oversight Assignment: 5%

The Forestry Equipment Mechanic - Lead provides oversight of on-the-job training for all work activities associated with maintaining and repairing a large fleet of outdoor power equipment utilized by Forestry Services in landscape and tree maintenance operations. This lead schedules, coordinates and performs diagnostic, minor and major repairs and routine maintenance services on a wide variety of outdoor power equipment and vehicles, including, commercial riding mowers, skid loaders, tractors, forklifts, trailers, chainsaws, blowers, trimmers, snow removal equipment, sprayers, etc.

This job study recommends an increase in the rates of pay, recruitment flexibility, and a title change to Forestry Equipment Mechanic - Lead as well as an increase to 5% for performing the Shop Oversight assignment. This job study further recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Nursery Specialist (Four Positions)

PR 7HN (\$42,609 - \$53,090)

Actual Rates (\$49,420 - \$54,344)

Recruitment may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

Lead Worker Assignment: 5%

Operate Prentice Loader or End Loader Assignment: 2%

A Nursery Specialist is responsible for the production and cultivation of trees, shrubs, perennials, and annuals planted on city-owned properties or grown for external customers.

This job study recommends an increase in the rates of pay, recruitment flexibility, an increase to 5% for performing Lead Worker assignments, and an additional 2% when assigned to operate the Prentice Loader or End Loader. This job study recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Forestry Equipment Mechanic (Two Positions)

PR 7HN (\$42,609 - \$53,090)

Recruitment is at \$44,992 and may be at any point in the range with DER approval.

Incentives for attaining and maintaining specific certifications with DER approval.

An Urban Forestry Mechanic maintains and repairs a large fleet of outdoor power equipment utilized by Forestry Services in landscape and tree maintenance operations. Performs diagnostic, minor and major repairs and routine maintenance services on a wide variety of outdoor power equipment and vehicles, including, commercial riding mowers, skid loaders, tractors, forklifts, trailers, chainsaws, blowers, trimmers, snow removal equipment, sprayers, etc.

This job study recommends an increase in the rates of pay, recruitment flexibility, and a title change to Forestry Equipment Mechanic. This job study further recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Urban Forestry Arborist Apprentice (Underfill Title of Urban Forestry Specialist)

PR 7CN (\$40,963 - \$46,298)

Actual Steps (\$38,685, \$43,032, \$46,579, \$48,945)

Step 2 upon passing probation. Subsequent steps following 2080 hours of successful performance.

Incentives for attaining and maintaining specific certifications with DER approval.

An Urban Forestry Arborist Apprentice is responsible for the planting, maintenance and removal of trees, shrubs, and other landscape plants growing on City greenspaces. This position also provides emergency response to windstorms, ice storms, and snow and ice control operations.

This job study recommends an increase in the rates of pay for Arborist Apprentices and clarifies how an apprentice's pay increases. An apprentice's pay will increase to step 2 following completion of probation. An apprentice will then receive an increase to the next step after 2080 hours of successful performance in the apprenticeship. At the successful completion of the apprenticeship, the employee is then promoted to Urban Forestry Specialist. This job study recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Urban Forestry Laborer (24 Positions/12 Auxiliary)
 PR 8EN (\$37,821 - \$42,396)
 Recruitment Rate: \$38,253
 Incentives for attaining and maintaining specific certifications with DER approval.

An Urban Forestry Laborer is responsible for horticultural work in the establishment, maintenance and renovation of boulevards and other City greenspaces. The position also provides ground level support for tree maintenance crews performing more technical tasks (pruning, tree removal, stump grinding, emergency storm response, etc.) on City trees. Furthermore, this position functions in an emergency capacity to remove fallen branches and tree debris and perform snow and ice control operations.

This job study recommends that employees in this title have the ability to attain and maintain specific job-related certifications with approval of DER.

Job-Related Certifications

The recommendations above allow employees to receive increases for attaining and maintaining job related certifications. Employees may use tuition reimbursement for related coursework and certifications. Examples of these certifications are listed below but are not all inclusive. These certifications have been chosen as they will enhance an employee's knowledge and capacity. Any increase in an employee's capacity will in turn have a positive impact on department operations.

The increases for certifications range from 1% to 3% based upon the complexity of the specific certification. An employee who achieves a certification will receive the corresponding percentage increase in the pay period following receipt of the certification. Likewise, an employee who does not maintain a certification will receive the corresponding percentage decrease in the pay period following the expiration of the certification.

International Society of Arboriculture (ISA)

- ISA Certified Arborist
- ISA Board Certified Master Arborist
- ISA Certified Arborist Municipal Specialist
- ISA Tree Risk Assessment Qualification
- ISA Certified Arborist Utility Specialist
- ISA Certified Tree Worker Climber Specialist
- ISA Certified Tree Worker Aerial Lift Specialist

Tree Care Industry Association (TCIA)

- TCIA-Certified Tree Care Safety Professional

National Association of Landscape Professionals (NALP)

- NALP-Exterior Technician
- NALP-Horticultural Technician

Equipment and Engine Training Council (EETC)

- EETC-Certified Engine Technician
- EETC-Certified Systems Technician
- EETC-Certified Master Technician

University of Wisconsin Extension (UWEX)

- UWEX Certified Pesticide Applicator

Implementation

If approved, the recommendations of this job study will be effective Pay Period 3, 2022 (January 23, 2022). The recommendations in this report are the result of a study of the cost of labor in southeastern Wisconsin and are not the result of reclassifications based upon changes to duties and responsibilities. This means that with these recommendations, an employee's pay will increase only in the event that an employee's previous base rate of pay is less than the recommended minimum recruitment rate of the title.

In terms of implementing the percentage increases for certifications, an employee will receive the corresponding percentage increase over their base rate of pay for each certifications held as of Pay Period 3, 2022 (January 23, 2022). If an employee is currently receiving a percentage increase for a certification they have not maintained, the employee's pay will be decreased by the corresponding percentage effective Pay Period 3, 2022 (January 23, 2022).

Actions Required Effective Pay Period 3, 2022 (January 23, 2022)In the Salary Ordinance:

Under Pay Range 1DX

- Delete titles 'Urban Forestry Manager' and 'Property Maintenance and Compliance Manager'

Under Pay Range 1EX

- Delete 'Greenhouse and Nursery Manager'

Under Pay Range 1FX

- Add title and footnotes "Urban Forestry Manager (4) (10) (11) (15) (21) (22)'
- Add title and footnotes "Forestry Shop and Maintenance Manager (4) (10) (11) (15) (21) (22)'
- Add title and footnotes "Property Maintenance and Compliance Manager (4) (10) (11) (15) (21) (22)'

(11) Recruitment is at:

Biweekly	2,935.23
Annual	76,315.98

(22) Recruitment is at:

Biweekly	3,023.29
Annual	78,605.46

Under Pay Range 1GX

- Add title and footnotes 'Greenhouse and Nursery Manager (8) (15) (23) (30)'

(15) Recruitment is at:

Biweekly	3,111.31
Annual	80,894.06

(30) Recruitment is at:

Biweekly	3,204.65
Annual	83,320.88

Under Pay Range 1HX

- Add footnotes 'Urban Forestry District Manager (3) (8) (11) (16)'

Under Pay Range 1JX

- Add footnotes 'Forestry Services Manager (2) (4) (8) (10)'

Under Pay Range 2GN

- Delete Landscape Architect

Under PR 2IN

- Add title and footnotes ‘Landscape Architect (3) (9) (10) (13) (19) (20)
 - (10) Incentives for attaining and maintaining specific certifications with DER approval
 - (20) Incentives for attaining and maintaining specific certifications with DER approval

Under Pay Range 7CN

- Delete the title “Equipment Mechanic III”
- Delete the contents for footnotes (1) (2) (5) (6) and repurpose for the footnotes below.
- Delete footnotes (3) and (7) in their entirety and renumber accordingly.
- Add footnotes ‘Urban Forestry Arborist Apprentice (1) (2) (3) (4) (5) (6)
 - (1) Recruitment is at step 1 of the following range. An employee will advance to step 2 upon passing probation. An employee will advance to step 3 and step 4 following 2080 hours of successful performance at the previous step.

Biweekly	1,487.88	1,655.08	1,791.50	1,882.50
Annual	38,684.88	43,032.08	46,579.00	48,945.00

- (2) Incentives for attaining and maintaining specific certifications with DER approval
- (4) Recruitment is at step 1 of the following range. An employee will advance to step 2 upon passing probation. An employee will advance to step 3 and step 4 following 2080 hours of successful performance at the previous step.

Biweekly	1,532.52	1,704.73	1,845.25	1,938.98
Annual	39,845.52	44,322.98	47,976.50	50,413.48

- (5) Incentives for attaining and maintaining specific certifications with DER approval

Under Pay Range 7EN

- Delete title ‘Nursery Specialist’ and footnotes (4) (5) (9) (10) - renumber accordingly.

Under Pay Range 7FN

- Delete footnotes (1) (3) (4) (6) and renumber accordingly.

Under Pay Range 7HN

- Delete the title ‘Urban Forestry Specialist’
- Delete contents for footnotes (5) (6) (7) (15) (16) (17) to be repurposed.
- Create footnotes (11) (12) (23) (24) and renumber accordingly.

- (5) Recruitment is at the minimum of the following range:

Biweekly	1,900.77	2,090.15
Annual	49,420.02	54,343.90

- (6) Recruitment is at:

Biweekly	1,730.46
Annual	44,991.96

- (7) Incentives for attaining and maintaining specific certifications with DER approval

- (11) Additional 5% biweekly when performing Lead Worker duties.

- (12) Additional 2% biweekly when assigned to operate the Prentice Loader or End Loader

- (17) Recruitment is at the minimum of the following range:

Biweekly	1,957.70	2,152.85
Annual	50,900.20	55,974.10

- (18) Recruitment is at:

Biweekly	1,782.37
Annual	46,341.62

- (19) Incentives for attaining and maintaining specific certifications with DER approval

- (23) Additional 5% biweekly when performing Lead Worker duties.

(24) Additional 2% biweekly when assigned to operate the Prentice Loader or End Loader

- Add the title ‘Nursery Specialist’ and apply footnotes (5) (7) (10) (11) (12) (17) (19) (22) (23) (24)
- Add the title ‘Forestry Equipment Mechanic’ and apply footnotes (6) (7) (10) (18) (19) (22)

Under Pay Range 7IN

- Delete the titles ‘Nursery Crew Leader’ ‘Urban Forestry Crew Leader’
- Delete contents of footnotes (1) (3) (7) (8) (10) (14) and repurpose.
 - (1) Incentives for attaining and maintaining specific certifications with DER approval
 - (3) Appointment may be at any rate in the pay range with the approval of DER.
 - (7) Additional 5% when assigned shop oversight duties.
 - (8) Incentives for attaining and maintaining specific certifications with DER approval
 - (10) Appointment may be at any rate in the pay range with the approval of DER.
 - (14) Additional 5% when assigned shop oversight duties.
- Add the title ‘Forestry Equipment Mechanic’ and apply footnotes (1) (3) (7) (8) (10) (14)

Under Pay Range 7JN

- Create footnotes:

(8) Recruitment is at:

Biweekly	1,900.77
Annual	49,420.02

- (9) Incentives for attaining and maintaining specific certifications with DER approval
- (10) Additional 5% biweekly when performing core forestry duties.
- (11) Additional 2% biweekly when assigned to operate the Prentice Loader or End Loader.
- (12) Additional 3% biweekly when assigned to operate the Grapple Saw.
- (20) Recruitment is at:

Biweekly	1,957.79
Annual	50,902.62

- (21) Incentives for attaining and maintaining specific certifications with DER approval
- (22) Additional 5% biweekly when performing core forestry duties.
- (23) Additional 2% biweekly when assigned to operate the Prentice Loader or End Loader.
- (24) Additional 3% biweekly when assigned to operate the Grapple Saw.
- Add the title ‘Urban Forestry Specialist’ and apply footnotes (7) (8) (9) (10) (11) (12) (19) (20) (21) (22) (23) and (24).

Under Pay Range 7LN

- Delete title and footnotes ‘Urban Forestry Technician (2) (3) (7) (8)’

Under Pay Range 7ON

- Create the following footnotes:

(9) Recruitment is at:

Biweekly	2,090.85
Annual	54,362.10

- (10) Additional 5% biweekly when performing contract administration duties.
- (11) Additional 5% biweekly when performing greenhouse oversight duties.
- (12) Incentives for attaining and maintaining specific certifications with DER approval
- (13) Additional 2% biweekly when assigned to operate the Prentice Loader or End Loader.
- (14) Additional 3% biweekly when assigned to operate the Grapple Saw.

(23) Recruitment is at:

Biweekly	2,153.58
Annual	55,992.96

(24) Additional 5% biweekly when performing contract administration duties.

(25) Additional 5% biweekly when performing greenhouse oversight duties.

(26) Incentives for attaining and maintaining specific certifications with DER approval.

(27) Additional 2% biweekly when assigned to operate the Prentice Loader or End Loader.

(28) Additional 3% biweekly when assigned to operate the Grapple Saw.

- Add title and apply footnotes 'Urban Forestry Technician' (8) (9) (10) (12) (22) (23) (24) (26)
- Add title and apply footnotes 'Nursery Crew Leader' (8) (9) (11) (12) (13) (22) (23) (25) (26) (27)
- Add title and apply footnotes 'Urban Forestry Crew Leader' (7) (8) (9) (12) (13) (14) (21) (22) (23) (26) (27) (28)

Under Pay Range 7QN

- Delete title and footnotes 'Landscape and Irrigation Specialist (2) (3) (9) (10)'

Under Pay Range 7RN

- Create footnotes:

(2) Recruitment is at:

Biweekly	3,224.02
Annual	83,824.52

(4) Recruitment is at:

Biweekly	3,320.74
Annual	86,339.24

- Add title 'Landscape and Irrigation Specialist' and apply footnotes (1) (2) (3) and (4)

Under Pay Range 8EN

- Delete contents of footnotes (2) (7) and repurpose:
 - (2) Incentives for attaining and maintaining specific certifications with DER approval.
 - (7) Incentives for attaining and maintaining specific certifications with DER approval.
- Apply footnotes (2) (4) (7) and (9) to 'Urban Forestry Laborer'

In the Positions Ordinance:

Under Department of Public Works – Operations Division, Forestry Section:

Shop Operations:

- Delete one position of 'Shop and Maintenance Supervisor'.
- Delete one positions of 'Lead Equipment Mechanic'.
- Delete two positions of 'Equipment Mechanic III'.
- Add one position of Forestry Shop and Maintenance Manager'.
- Add one position of Forestry Equipment Mechanic – Lead'.
- Add two positions of 'Forestry Equipment Mechanic'.

Prepared by: Andrea Knickerbocker

Andrea Knickerbocker, Human Resources Manager

Reviewed by:  _____
Makda Fessahaye, Employee Relations Director



Department of Employee Relations

Cavalier Johnson
Mayor

Makda Fessahaye
Director

Renee Joos
Employee Benefits
Director

Nicole M. Fleck
Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: January 11, 2022

Department of City Development

Current	Recommended
DCD Accountant Lead PR 2IX (\$58,462 - \$81,844) (Two Positions)	DCD Accountant Lead PR 2KX (\$66,435 - \$93,010) Recruitment is at \$73,078 and may be at any rate in the range with DER approval (Two Positions)
Grant Budget Specialist PR 2IX (\$58,462 - \$81,844) (One Position)	Grant Budget Specialist PR 2KX (\$66,435 - \$93,010) Recruitment is at \$73,078 and may be at any rate in the range with DER approval (One Position)

Note: Residents receive a rate that is 3% higher. The rates in this report are as of Pay Period 1, 2022 (December 26, 2021), the effective date of this report, and will change in Pay Period 2, 2022 (January 9, 2022) due to the 2% across the board increase.

The Department of City Development (DCD) has requested a market study for two positions of DCD Accountant Lead and one position of Grant Budget Specialist due to recruitment and retention difficulties. All three positions are in Pay Range 2IX (\$58,462 - \$81,844). Job descriptions were provided, and discussions were held with David Schroeder, Finance and Administration Manager; David Piedt, Budget and Management Reporting Manager; Robert Efinger, Accounting Manager – City Development; and Vanessa Armstrong, Human Resources Officer.

Current	DCD Accountant Lead	PR 2IX (\$58,462 - \$81,844)	Two Positions
Recommended	DCD Accountant Lead	PR 2KX (\$66,435 - \$93,010) FN: Recruitment at \$73,078/and any rate in the range with DER approval.	Two Positions

These two positions provide professional accounting and related financial management services. One position provides these services for DCD and economic development programs including Tax Increment Districts (TID), Business Improvement Districts (BID), Neighborhood Improvement Districts (NID), Redevelopment Authority of the City of Milwaukee (RACM) bond issues, and Neighborhood Improvement Development Corporation (NIDC) activities. Duties and responsibilities include the following.

45% General Accounting: TID, BID and NID Activities

- Act as Lead Accountant for TID, BID, NID and related City activities; and provide general accounting entries and maintenance of all related accounts.
- Meet all reporting deadlines for TID activities including the Annual Report of Milwaukee's Tax Incremental Finance Districts, Tax Increment Certification, and TID closure reports.
- Meet all reporting deadlines for BID and NID activities including the annual review and payment of BID and NID assessments.
- Prepare the TID annual audit including preparation of work papers, financial statements, and supplementary information; and respond to requests for information as needed.
- Provide interim financial reports to City Development Project Managers for all TID, BID and NID activities; and provide additional analysis on TID, BID and NID activities upon request.
- Take a lead role in the year-end closing of all TID, BID, NID, and related City activities for DCD accounts and the preparation of financial data; prepare closing journal entries; review ledgers; and distribute City account balances to the appropriate ledgers.
- Work with the Comptroller's Office, Treasurer's Office, Assessor's Office, and the Wisconsin Department of Revenue staff to determine and analyze the financial health of the City's TIDs, BIDs, and NIDs.

50% Financial Statements for NIDC

- Prepare year-end financial statements including work papers, "Prepared by Client" documents, notes, statement of activities, statement of financial position, and cash flow statement.
- Work closely with City and external auditors and staff to ensure an efficient audit.
- Take a lead role in the year-end closing of NIDC accounts including preparation of financial data; preparing closing journal entries; reviewing and reconciling ledgers; and providing the Accounting Manager with City account balances for the appropriate ledgers.
- Assist the other DCD Accountant Lead in the preparation of RACM financial statements and audit; and assist, as needed, in the preparation of work papers, "Prepared by Client" documents, notes, etc. and with RACM accounting especially items that impact NIDC finances.
- Maintain a comprehensive knowledge of NIDC accounts and projects, and provide interim financial reports as needed; and maintain all NIDC accounts and provide general accounting entries as needed.
- Take a lead role in reviewing and approving accounting entries related to NIDC; perform monthly closing of loan payment activities; and assist other accountants and managers in the provision of needed NIDC financial information.

5% Other Duties

- Act as a mentor to accounting staff and train new employees; and serve as the supervisor of the Section when so designated during the absence of the Manager.
- Perform other professional management responsibilities as required; and perform other duties as assigned.

The other position provides professional accounting and related financial management services for the Redevelopment Authority of the City of Milwaukee (RACM). Duties and responsibilities include the following.

55% General Accounting

- Maintain all RACM accounts and provide general accounting entries necessary for all RACM activities; and function as Lead Accountant for all RACM activities including meeting all reporting and audit deadlines related to RACM's involvement with DCD.

- Maintain a comprehensive knowledge of all RACM accounts and projects and provide City interim financial reports for these activities; and perform all RACM related banking activities including the review of fund transfers, maintenance of RACM cash books and investments, and account reconciliation.
- Assist other Accountants/Managers in the provision of needed RACM financial information; review and reconcile RACM investment accounts and travel advances; analyze and reconcile RACM debt activities; and maintain RACM schedule of fixed assets.

30% Financial Statements

- Take lead role in the year-end closing of RACM accounting including preparation of financial data; prepare closing journal entries; review ledgers; provide Accounting managers with City account balances to the appropriate ledgers including “Due to and Due From”; and prepare work papers necessary for completion of financial statements and audits.
- Assist the Grant Budget Specialist in the preparation of the Single Audit as needed; and review the work papers and schedules before they are finalized and submitted to the auditor.
- Prepare year-end RACM financial statements and related notes; and work closely with City and RACM external auditors and staff to precipitate an efficient audit.

10% City Development and Software

- Reconcile and prepare billing to clear DCD reimbursement activity; and maintain and reconcile DCD donation account activity.
- Direct involvement in any new (future) RACM software systems and upgrades including participation on implementation teams.
- Work with the Budget and Management Reporting Manager in the implementation of the annual RACM budget and tracking of budgeted expenditures.

5% Other Duties

- Act as a mentor to RACM support staff including training of new employees.
- Perform other professional management responsibilities as required; and perform other duties as assigned.

Requirements for both positions include a bachelor’s degree in accounting and three to five years of experience in accounting or financial analysis. A Certified Public Accountant (CPA) designation is preferred. Equivalent combinations of education and experience may also be considered.

These positions were last studied in 2016 when they were reclassified from DCD Accounting Specialist in Pay Range 2HX (\$54,865 - \$76,806) to the current classification of DCD Accountant Lead in Pay Range 2IX (\$58,462 - \$81,844). The report at that time noted that they both served as a lead to other staff, and one was now preparing financial statements for the Neighborhood Development Improvement Corporation and the other was the lead accountant for RACM accounting activities. It was also noted that they were similar in level to the Grant Budget Specialist in Pay Range 2IX (\$54,462 - \$81,844) that also served as a lead.

These and other related positions will be included in an upcoming market study of financial, accounting and business operations positions. One related position that was part of a market study in March of 2021 is the Budget and Fiscal Policy Analyst III in Salary Grade 2KX (\$66,435 - \$93,010) with a recruitment rate of \$73,078 and at any rate in the range with the approval of DER (Department of Employee Relations). A job title series was created with position authority at the top level of Budget and Fiscal Policy Analyst IV in Pay Range 2LX (\$70,827 - \$99,154) with a recruitment rate of \$77,909 and at any rate in the range with the approval of DER. Underfill titles were created at the Budget and Fiscal Policy Analyst I, II and III level.

The Budget and Fiscal Analyst III classification has the basic function of serving as an experienced budget, management, and fiscal policy analyst; performing functions that are critical to developing the Mayor's budget, monitoring the impact of expenditures, and proposing operating and capital annual budgets, revenues, and fiscal policy for at least one operationally or financially complex department, fund, or program, in addition to several other city departments.

The duties and responsibilities of the classification include the following

- Improve the management of city services by ensuring that the Mayor, Common Council, Budget and Management Director and city managers understand the cost of services, the relationships between expenditure levels and service levels, and the opportunities (and related challenges) to improve productivity and service quality.
- Take responsibility for assigned departments and issues in the Accountability in Management (AIM) process and focus that process on the effective management of city services by reporting on productivity, service quality and results.
- Improve city operations by monitoring and projecting departmental operational expenditures on a quarterly and year-end basis and by recommending strategies to achieve departmental budget targets.
- Conduct research and analyses on issues that affect service capacity, quality, and productivity.
- Perform budget analysis responsibilities for assigned departments and issues, including development of proposed budgets that meet expenditure targets for assigned departments. Recommendations should demonstrate an understanding of the assigned department's services and how they relate to the needs of the community.
- Work with the Budget Director and city departments on coordinating their fiscal requests and budgetary recommendations with the City of Milwaukee's short and long-term goals in mind.
- Analyze how changes in the assigned department's budget and personnel affect service levels and reflect these changes by developing pertinent performance measures.
- Prepare and present oral and written communications to the Mayor, Common Council, and other public officials.

Requirements include a bachelor's degree in public administration, business administration, political science, finance or related field and two years of experience as a budget and management analyst or an equivalent position performing fiscal and management analysis functions.

While the positions under study focus more on accounting, the classifications of DCD Accountant Lead and Budget and Fiscal Analyst III both require experienced fiscal, budget, management and/or accounting professionals who will have significant or lead responsibility for specific budgets, grants and/or financial accounts and statements. It has been difficult to recruit and retain employees in these types of positions due to market demand. To assist with immediate recruitment needs, we recommend that these two positions of DCD Accountant Lead be reallocated to the same Pay Range 2KX (\$66,435 - \$93,010) with a recruitment rate of \$73,078. We further recommend recruitment flexibility anywhere in the range with the approval of DER.

This report therefore recommends two positions of DCD Accountant Lead in Pay Range 2IX (\$58,462 - \$81,844) be reallocated to Pay Range 2KX (\$66,435 - \$93,010) with a recruitment rate of \$73,078 and recruitment flexibility at any rate in the range with the approval of DER.

Current	Grant Budget Specialist	PR 2IX (\$58,462 - \$81,844)	One Position
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Recommended	Grant Budget Specialist	PR 2KX (\$66,435 - \$93,010) Recruitment at \$73,078/and any rate in the range with DER approval.	One Position
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The Grant Budget Specialist is responsible for the planning, development, preparation, accounting, and control of budgets for all DCD, RACM, and Neighborhood Improvement Development Corporation (NIDC) grants. Duties and responsibilities include the following:

50% Budget Management

- Plan and implement budget development schedules for all DCD, RACM and NIDC grant programs.
- Coordinate budget development activities with operating divisions and sections of DCD, other City departments, and state and federal agencies.
- Prepare preliminary and final budgets and applications for funds in accordance with city, state and federal guidelines including verification of budget availability related to matching requirements; facilitate program review and communicate decisions regarding approval or not with requesting parties.
- Develop, design, and implement procedures to monitor grant budget performance and compliance with regulations; and create and maintain a variety of grant databases and financial information for analysis and forecasting.
- Prepare and implement proper budget, accounting, and audit functions to ensure financial controls and systems are in place to support the grant function including ensuring proper spending authority exists (grant match), proper accounting controls and coding are created, and proper implementation controls are in place to ensure grant compliance.
- Prepare budget revisions/amendments as required; maintain knowledge of all city, state and federal procedures and regulations concerning grant awards to the department; and assist in the preparation of DCD and RACM annual budgets.
- Audit Common Council resolutions, grant analysis forms, grant budget forms, contracts, and agreements prior to final signature; and prepare resolutions for consideration by Common Council and RACM Board when required.
- Provide supervisory, technical, and administrative assistance to DCD and RACM staff; coordinate and implement various administrative and financial policies and procedures; and respond to questions from other divisions, departments, grantors, and auditors.

20% Financial Management – Grant Programs

- Prepare and submit financial and expenditure reports for DCD and RACM grant programs; prepare and process all RACM, City and CDBG grant reimbursements; and provide bank wire verification authority on behalf of DCD and RACM.
- Monitor grants, resolve accounting and reporting issues, and prepare budget-versus-actual status reports; act as primary point of contact for all staff receiving grant funding; participate in negotiating terms and conditions of agreements with grantors; estimate cash needs and prepare cash requisitions; and manage the loan portfolios for the Neighborhood Stability Program (NSP) loan and the Brownfield revolving Loan fund (BRLF).

20% General Accounting

- Assist in the development of accounting policies and procedures and cost overhead distribution methods for all programs related to DCD, and RACM grants.
- Coordinate and supervise all phases of the RACM single audit engagement and prepare draft and final Single Audit report; and act as primary point of contact in support to Comptroller's Office for the Single Audit engagement as it relates to DCD grants.
- Oversee proper accounting functions in support of Common Council and RACM board policy and objectives, state and federal guidelines, and City, RACM and CDBG grants

including the establishment of general ledger accounts, and monitoring analysis and reconciliation of grant transactions to ensure timeliness, accuracy, consistency, and completeness.

- Prepare grant reimbursements; assist with RACM accounting and approval of all payment requests; and take a lead role in year-end closing of RACM grant programs.

10% Oversight Responsibilities and Other Duties

- Act as a mentor and resource to accounting staff and train new employees; and provide specific work direction, review and sign-off for grant required reporting and accounting.
- Be directly involved with new software systems and upgrades including participation on implementation teams.
- Perform other duties as assigned.

Requirements include a bachelor's degree in business, economics, accounting or closely related field and four years of government accounting or financial experience. Knowledge of federally assisted program requirements is desired. Equivalent combinations of experience may be considered.

This position of Grant Budget Specialist in Pay Range 2IX (\$58,462 - \$81,844) was created as a City position in 2014. It was part of the department's budget strategy to eliminate certain RACM positions that performed work related to or in support of real estate, redevelopment, and economic development activities on behalf of the City and recreate them in DCD. It was noted that the position had some duties and responsibilities that were similar to the classification of Budget and Management Special Assistant in Pay Range 2IX (\$58,462 - \$81,844) located in the Budget Office of the Department of Administration.

These similar duties and responsibilities included developing an annual executive budget proposal, management analysis, fiscal policy analysis, and operating budget administration. The classification of Budget and Management Specialist Assistant was eliminated as part of the market study in March of 2021 and became part of the Budget and Fiscal Policy Analyst I, II, III and IV job title series.

As indicated earlier in the report, the duties and responsibilities of this position are similar in level to the duties and responsibilities of the DCD Accountant Lead positions and they all serve as a lead to other staff members. We recommend that this position also be reallocated to the higher level of Pay Range 2KX ((\$66,435 - \$93,010) with a recruitment rate of \$73,078. We further recommend recruitment flexibility anywhere in the range with the approval of DER.

This report therefore recommends one position of Grant Budget Specialist in Pay Range 2IX (\$58,462 - \$81,844) be reallocated to Pay Range 2KX (\$66,435 - \$93,010) with a recruitment rate of \$73,078 and recruitment flexibility at any rate in the range with the approval of DER.

Action Required – Effective Pay Period 1, 2022 (December 26, 2021)

In the Salary Ordinance:

Under Pay Range 2IX:

- Delete the title 'DCD Accountant Lead'
- Delete the title 'Grant Budget Specialist'

Under Pay Range 2KX:

- Add the title 'DCD Accountant Lead' and apply footnotes (4) (5) (9) and (10).
- Add the title 'Grant Budget Specialist' and apply footnotes (4) (5) (9) and (10).

Prepared by: Sarah Trotter
Sarah Trotter, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Makda Fessahaye, Employee Relations Director



Department of Employee Relations

Cavalier Johnson
Mayor

Makda Fessahaye
Director

Renee Joos
Employee Benefits
Director

Nicole M. Fleck
Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: January 11, 2022

Health Department

Current	Recommended
New Position	Public Health Compliance Officer PR 2JX (\$62,338 - \$87,270) Recruitment at any rate in the range with DER approval (One Position)

Note: Residents receive a rate that is 3% higher. The rates in this report are as of Pay Period 1, 2022 (December 26, 2021), the effective date of this report, and will change in Pay Period 2, 2022 (January 9, 2022) due to the 2% across the board increase.

The Milwaukee Health Department (MHD) has requested a classification study for a new position authorized in the 2022 budget. It is in the Policy, Innovation and Engagement Division and will work with regulatory compliance. A job description was provided, and discussions were held with Michael Totoraitis, Phd, Data and Evaluation Director; Sonia Allana, Human Resources Officer; and Sarah Wangerin, Human Resources Analyst-Senior.

This new position will perform a full range of professional duties relating to regulatory compliance of the MHD and ensure compliance with internal process and procedure as well as state and federal mandated policies and laws such as HIPPA (Health Insurance Portability and Accountability Act of 1996); lead policy development related to program performance; lead and coordinate evaluations that impact public health systems; support organizational strategic planning; research and develop workforce development training programs to enhance performance outcomes related to priority health concerns; and assist in detecting and lead the analysis and deterrence of programmatic and administrative risks, and communicate the findings to department leadership, elected officials, and community stakeholders. Duties and responsibilities include the following.

50% Performance Management

- Establish a performance monitoring and reporting system and provide frequent progress reports including performance status and quality improvement outcomes.
- Collaboratively design an information technology infrastructure required to support a department-wide performance and quality improvement system and open data sharing with the community.
- Research, develop, and implement performance management processes including a department-wide training to ensure compliance with a program management system reporting tool, and materials to expand the department's capacity related to data.
- Establish and maintain systems for tracking key performance indicators by continuously reviewing and analyzing the alignment of program performance and department goals and

strategies; and incorporate existing indicators and tracking into a new robust system identified and lead by this position.

- Synthesize existing performance tracking into an improved performance monitoring system; serve as the internal expert on performance monitoring and management; and support each branch and respective programs as MHD centralizes the oversight of key performance indicators.
- Support the development of MHD's Annual Report for the Mayor and Common Council and the Community Health Assessment.

30% Compliance Administration

- Lead the development and administration of compliance policies and programs including reviewing, analyzing, and updating state and federal public health statutes and MHD policy under HIPAA.
- Serve as the department expert on HIPAA and privacy regulations; develop and integrate department-wide HIPAA privacy policies and procedures and assure they are up to date for Privacy Regulations; investigate any HIPAA privacy complaints from MHD staff and the public and assure documentation; answer staff questions related to privacy and the release of protected health information; and train, implement, and monitor staff on HIPAA and Privacy Regulations.
- Serve as the Medical Records custodian for patient requests.
- Serve as the Limited English Proficiency Coordinator for the Department; and conduct ongoing efforts to implement policy changes ensuring staff have appropriate resources to provide language assistance.
- Lead MHD staff to maintain compliance through reviews, surveys, and audits related to state and federal mandated regulations (HIPAA, Privacy Regulations, and Civil Rights Compliance); conduct walk-through audits to ensure that state statutes are applied; and discuss and provide guidance to Program Managers on best practices related to compliance.
- Monitor MHD's compliance with contract and grant requirements for all MHD programs and monitor administrative procedures.
- Work with Division and Program Managers to identify potential areas of compliance vulnerability and risk, and direct corrective action for resolution of issues; oversee the timely and accurate reporting for contract requirements; and prepare MHD for audits and other compliance reviews from the federal or state government or grantors and coordinate the organizational response and action plans.
- Act as a contract liaison in the community for Business Associate Agreements and Memorandum of Understandings between MHD and outside agencies including the State Department of Public Health, community-based organizations, Block Grant Administration, private agencies, and other City departments; and maintain and ensure all agreements are up to date.

15% Open Records Processing

- Document and process all open and medical records requests received by MHD; assure that all requestors are communicated with regularly to update the status of their request; and comply with all open and medical records requests by providing information the department has available.
- Provide updates to city attorneys regarding open records requests that are flagged as large requests, law firm and/or litigation requests, and those that will take an unusually large amount of staff time and resources.
- Perform critical analyses of responsive documents and ensure they are reviewed consistently with MHD's and the State of Wisconsin's statutes, regulations, policies, and guidance; and confer and interact with managers and their staff on important open records legal and policy questions that arise in the context of processing requests; and track, maintain and document open records requests with accurate files of information.

5% Other Duties

- Perform other duties as assigned including responding to an emergency or broad band event and providing support to one or several program areas.

Requirements include a bachelor's degree in business, public administration, health administration, or related field and four years of related experience. A master's degree is desirable. Equivalent combinations of education and experience may also be considered.

The MHD has had a position in the past with the classification of Compliance Analyst in Pay Range 2GX (\$51,469 - \$72,063). The position performed a full range of professional duties relating to the compliance function in the MHD such as ensuring compliance with internal processes and procedures as well as state and federal mandated polices and laws. In discussions with the department, it was indicated that this position will have additional duties and responsibilities from when the position previously existed, and the department is requesting a higher-level classification. These additional duties and responsibilities include the following.

- Leading policy development related to program performance.
- Leading and coordinating evaluations that impact public health systems.
- Supporting organizational strategic planning.
- Researching and developing workforce development training programs to enhance performance outcomes related to priority health concerns.
- Assisting in detecting and leading the analysis and deterrence of programmatic and administrative risks; and communicating findings.

Comparisons were made to other City positions and one similar position is Human Resources Compliance Officer in Pay Range 2JX (\$62,338 - \$87,270). The basic function of this position is, under the direction of the Employee Relations Director, be responsible for providing guidance to City managers and staff relative to their rights, roles and responsibilities in the areas of Equal Employment Opportunity, disability accommodation requests, Family Medical Leave Act, labor management disputes and related human resources policies; conduct employee complaint investigations; serve as the City's Americans with Disabilities Act (ADAAA) Coordinator; manage the City's accrued time-off donor program; and review, recommend, and update citywide policies to ensure compliance with local ordinances and state and federal laws. Requirements include a bachelor's degree in human resources, public administration, business administration, social science or closely related field and five years of related experience.

Both positions have a leadership role in ensuring the City's compliance with federal, state, and local laws, statutes, policies and procedures. Although the Human Resources Compliance Officer has more citywide responsibility, this new position under study is working with numerous changing grants and programs that have additional requirements and guidelines to follow. This position also is supporting the implementation of a new health records system and has extensive responsibility for performance management to assist with department compliance. Another classification in this pay range that has compliance responsibilities is Grant Compliance Manager in the Community Development Block Grant Division (CDBG) of the Department of Administration. We recommend this new position also be placed in Pay Range 2JX (\$62,338 - \$87,270). We further recommend recruitment flexibility at any rate in the range with the approval of DER. To reflect the higher-level duties and responsibilities we agree with the requested title of Public Health Compliance Officer.

This report therefore recommends classifying this new position as Public Health Compliance Officer in Pay Range 2JX (\$62,338 - \$87,270) with the ability to recruit at any rate in the range with the approval of DER.

Action Required – Effective Pay Period 1, 2022 (December 26, 2021)

In the Salary Ordinance:

Under Pay Range 2JX:

- Add the title 'Public Health Compliance Officer' and apply footnotes (4) and (11).

In the Positions Ordinance:

Under Health Department, Policy Innovation & Engagement Division, Community Health Planning and Coordination:

- Delete one position 'Compliance Analyst (X)(Y)'
- Add one position 'Public Health Compliance Officer (X)(Y)'

Prepared by: Sarah Trotter
Sarah Trotter, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Makda Fessahaye, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date <u>1/12/2022</u>	File Number <u>211366</u>	<input checked="" type="checkbox"/> Original	<input type="checkbox"/> Substitute
	Subject <u>Market Study: DPW-Operations Forestry Section</u>			

B	Submitted By (Name/Title/Dept./Ext.) <u>Mason Lavey/Budget & Fiscal Policy Analyst III/Dept. of Administration</u>
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C	This File	<input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures.
		<input type="checkbox"/> Suspends expenditure authority.
		<input type="checkbox"/> Increases or decreases city services.
		<input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability.
		<input type="checkbox"/> Increases or decreases revenue.
		<input type="checkbox"/> Requests an amendment to the salary or positions ordinance.
		<input type="checkbox"/> Authorizes borrowing and related debt service.
		<input type="checkbox"/> Authorizes contingent borrowing (authority only).
		<input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.

D	Charge To	<input checked="" type="checkbox"/> Department Account	<input type="checkbox"/> Contingent Fund
		<input type="checkbox"/> Capital Projects Fund	<input type="checkbox"/> Special Purpose Accounts
		<input type="checkbox"/> Debt Service	<input type="checkbox"/> Grant & Aid Accounts
		<input type="checkbox"/> Other (Specify) _____	

	Purpose	Specify Type/Use	Expenditure	Revenue
E	Salaries/Wages	Salary impact in 2022	\$278,596.27	\$0.00
		Fringe Benefit impact in 2022	\$128,154.28	\$0.00
	Supplies/Materials		\$0.00	\$0.00
			\$0.00	\$0.00
	Equipment		\$0.00	\$0.00
			\$0.00	\$0.00
	Services		\$0.00	\$0.00
			\$0.00	\$0.00
	Other		\$0.00	\$0.00
				\$0.00
	TOTALS		\$406,750.55	\$ 0.00

F

Assumptions used in arriving at fiscal estimate.

The wage and benefit changes are not reflected in the 2022 Budget and will result in additional costs for the City. This classification makes changes to 192 positions. Current vacancies are assumed in the above estimate.

G

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years 3-5 Years Annual costs are estimated at \$406,750.55

1-3 Years 3-5 Years

1-3 Years 3-5 Years

H

List any costs not included in Sections D and E above.

I

Additional information. Current vacancies are included in the above estimate

J

This Note Was requested by committee chair.

Current Salaries		8,827,301
City-Wide: 2%		176,546
2022 Baseline Salaries	\$	9,003,847
2022 Baseline Salaries	\$	9,282,443
Market Study Cost	\$	278,596.27
Fringe	\$	128,154.28
Total Cost	\$	<u>406,750.55</u>



City of Milwaukee Fiscal Impact Statement

A	Date <u>1/10/2022</u> File Number <u>211366</u> <input checked="" type="checkbox"/> Original <input type="checkbox"/> Substitute
	Subject <u>Communication From the Department of Employee Relations relating to the classification studies scheduled for the January 11, 2022 City Service Commission Meeting.</u>

B	Submitted By (Name/Title/Dept./Ext.) <u>Sarah Trotter / Human Resources Representative / Employee Relations / x2398</u>
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C	This File	<input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures.
		<input type="checkbox"/> Suspends expenditure authority.
		<input type="checkbox"/> Increases or decreases city services.
		<input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability.
		<input type="checkbox"/> Increases or decreases revenue.
		<input checked="" type="checkbox"/> Requests an amendment to the salary or positions ordinance.
		<input type="checkbox"/> Authorizes borrowing and related debt service.
		<input type="checkbox"/> Authorizes contingent borrowing (authority only).
		<input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.

D	Charge To	<input checked="" type="checkbox"/> Department Account	<input type="checkbox"/> Contingent Fund
		<input type="checkbox"/> Capital Projects Fund	<input type="checkbox"/> Special Purpose Accounts
		<input type="checkbox"/> Debt Service	<input type="checkbox"/> Grant & Aid Accounts
		<input type="checkbox"/> Other (Specify) _____	

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		\$0.00	\$0.00
		\$0.00	\$0.00
Supplies/Materials		\$0.00	\$0.00
		\$0.00	\$0.00
Equipment		\$0.00	\$0.00
		\$0.00	\$0.00
Services		\$0.00	\$0.00
		\$0.00	\$0.00
Other		\$0.00	\$0.00
		\$0.00	\$0.00
TOTALS		\$ 0.00	\$ 0.00

F

Assumptions used in arriving at fiscal estimate. Please see attached spreadsheet. _____

G

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years 3-5 Years

1-3 Years 3-5 Years

1-3 Years 3-5 Years

H

List any costs not included in Sections D and E above. _____

I

Additional information. _____

J

This Note Was requested by committee chair.

**Department of Employee Relations
Fiscal Note Spreadsheet**

City Service Commission Meeting of January 11, 2022
Finance and Personnel Committee Meeting of January 12, 2022

Pos.	Dept	From	PR	To	PR	Annual	Annual	Costs	Rollup	Rollup+ Sal
2	City Development	DCD Accountant Lead	2IX	DCD Accountant Lead*	2KX	\$58,462	\$73,078	\$29,232	\$4,092	\$33,324
1	City Development	Grant Budget Specialist	2IX	Grant Budget Specialist*	2KX	\$60,216	\$75,270	\$15,054	\$2,108	\$17,162
188	DPW-Forestry	Several Positions	N/A	Market Study**	N/A	N/A	N/A	Submitted by Budget Office & DPW		
1	Health	New Position	N/A	Public Health Compliance Officer*	2JX	N/A	N/A	N/A Included in 2022 budget		
192								\$44,286	\$6,200	\$50,486

*Assume effective date is Pay Period 1, 2022 (December 26, 2021).

**Assume effective date is Pay Period 3, 2022 (January 23, 2022).

NEW COSTS FOR FULL YEAR

No.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
2	City Development	DCD Accountant Lead	2IX	DCD Accountant Lead	2KX	\$58,462	\$73,078	\$29,232	\$4,092	\$33,324
1	City Development	Grant Budget Specialist	2IX	Grant Budget Specialist	2KX	\$60,216	\$75,270	\$15,054	\$2,108	\$17,162
188	DPW-Forestry	Several Positions	N/A	Market Study				Submitted by Budget Office & DPW		
1	Health	New Position	N/A	Public Health Compliance Officer	2JX	N/A	N/A	N/A Included in 2022 budget		
192								\$44,286	\$6,200	\$50,486

Note: rates may not be to the exact dollar due to rounding.